

To: Mayor Chuck Reed
From: Jobs and Economy Subcommittee, Mayor Reed Transition Committee
Date: January 8, 2007
Subject: Final Recommendations

Committee Members:

Greg Jamison, Chair
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Recommendations:

Restore the Pride in the City of San José:

- The City should coordinate the public relations activities of its agencies and businesses when they are promoting the City.
- The Mayor should lead a change of attitude within the City of San José. The City needs to embrace a positive customer service attitude and streamline its requirements when dealing with residents and businesses. A “customer-first” work ethic and attitude needs to be instilled in all City employees.
- The City needs to improve its customer relations. A simple “welcome” and “thank you for doing business in the City of San José” is not a hollow start.
- The City needs to remove litter and graffiti from all public facilities and right-of-ways.
- “City Pride” is anchored in honest and open government, excellent customer service, a vibrant image and a great quality of life.

Transform the business climate with measurable improvements and accountability

- The permitting process needs to be evaluated and measured. We need to know how long it takes for different types of developments to get through the process and then we need to eliminate red-tape and work on making that process faster. The permitting process also needs to be put on-line and additional technology investments should be made. The City needs to conduct a third-party audit of the permitting process to understand how long it takes for ALL types of permits to get through the process with a key goal to make the process more efficient and customer friendly.
- The Mayor needs to take a leadership role in recruiting and retaining businesses in San José.
- Communication between the Mayor and major company CEO's is critical. Regular meetings between the Mayor and CEO's should be hosted so the Mayor can better understand the needs of the business community and the business community can better understand the needs of the City. We need to engage these CEO's and others to help improve the quality of life for all San José residents. Emphasizing the mantra..."it's good for the City." Listen to the "market makers" in addition to the CEO's.
- The business incubator program needs to be expanded.
- The Mayor needs to listen with the intent to understand the needs of the business community, share his appreciation, and articulate a vision for a better future.
- Continue to grow San José as a tourist city that has various cultural ethnic towns as a part of the visitor's experience.

Invest in a Capital and Building Plan

- Airport service needs to be expanded and the number of direct and international flights need to be increased. Parking, taxi services and security need to be improved.
- The tent at the Convention Center needs to be replaced with a permanent structure. The Mayor must provide the leadership to improve the current facility to Class A and implement a strategy for the permanent expansion.
- San José needs to work toward acquiring an NBA team and an MLS franchise that will draw more people into downtown and help the restaurants and businesses thrive.
- The City's infrastructure needs to be improved. Parking downtown needs to be improved and the streets and highways throughout the City are in desperate need of repair. The City also needs to improve sewage treatment plant conditions and capacity. Facility deferred maintenance programs need to be reviewed and

prioritized. Residential and commercial developments need to be monitored for traffic flow and safety.

Improve Fiscal Management of the City

- The City needs to improve the cost effectiveness of City expenditures.
- Performance measures need to be instituted to measure how well the City is meeting its goals. Once the City's performance is measured, a baseline for improvements will exist and must be acted upon.
- The Mayor and Council need to hire a City Manager to run the organization with clear goals and objectives to pursue. The Mayor and City Council also need to allow the professional City staff to do their job while challenging the City Manager to show marked improvement over time.

Create a rolling 5-year strategic plan for San José's future

- San José needs to have a job for every employed resident and a tax base that supports the City's expenses.
- The City needs to utilize technology in a superior fashion to improve permitting services and within all areas of City governance.
- The City should coordinate the public relations activities throughout the City and between departments.
- Develop a comprehensive, rolling 5-year strategic plan that details funding and strategy for implementation of our City's adopted infrastructure and urban services objectives.
- Integrate strategic plan for "growing jobs" into a strategic plan for the City.
- San José needs to work at reducing the loss of commerce, jobs, and the resulting tax revenues, to neighboring cities and locations out of state. Although, there are many factors beyond our control, global, national and state, we need to be in control of our "own land use designations" and our own destiny. In particular, the increase in our industrial and tax base, north, south, and Downtown, must once again take priority in the regional balance of jobs and housing. A San José without a good quality of life, police officers and librarians, parks and youth workers, is a grave negative to the valley. And, of course, we need a highway and streets system that works.